

---

**Gov's Off - Human Resource, Division of  
Providing Personnel Services**

---

**Description:**

**Recruitment and Testing:** To provide agencies with registers to hire quality employees in a timely, accurate, and effective manner. Registers will be developed using valid, efficient, and up-to-date testing methods that will rank candidates based on their potential to perform state jobs.

**Classification:** Provide a flexible, streamlined classification structure that is reflective of agencies' responsibilities and enhances their ability to achieve their mission.

**Compensation:** To direct a compensation system that attracts, retains, and recognizes the performance of employees with pay practices that are consistent, yet flexible.

**Consultation and Training:** To enhance the quality of Idaho State workforce by providing performance consultation and supervisory/managerial training opportunities.

**Major Functions and Targeted Performance Standard(s) for Each Function:**

1. Maintain a personnel recordkeeping system to facilitate routine employee personnel actions, improve speed and quality of applicant certification process, and provide accurate personnel information reports.

A. Job applications received.

Actual Results			
1996	1997	1998	1999
30,085	18,155	28,000	23,368
Projected Results			
2000	2001	2002	2003
26,000	25,000	25,000	25,000

B. Names placed on registers.

Actual Results			
1996	1997	1998	1999
9,225	11,106	8,750	8,750
Projected Results			
2000	2001	2002	2003
8,250	8,250	8,000	10,000

C. Number of register requests.

Actual Results			
1996	1997	1998	1999
2,520	2,632	2,000	2,000
Projected Results			
2000	2001	2002	2003
1,900	1,900	1,800	2,500

D. Number of applicants certified.

Actual Results			
1996	1997	1998	1999
30,086	31,880	38,000	36,000
Projected Results			
2000	2001	2002	2003
35,000	35,000	34,000	35,000

---

**Gov's Off - Human Resource, Division of**  
**Providing Personnel Services**

---

E. EIS (Employees Information System) forms processed.

Actual Results			
1996	1997	1998	1999
19,753	22,042	50,190	39,007
Projected Results			
2000	2001	2002	2003
42,000	42,000	42,000	42,000

F. Current PE (Performance Evaluation) forms added.

Actual Results			
1996	1997	1998	1999
	12,270	13,819	13,461
Projected Results			
2000	2001	2002	2003
15,000	15,000	15,000	15,000

2. Conduct job analysis, develop job-related selection services, or review existing tests as required by professional testing standards and EEO requirements for all classifications.

A. Written exams developed or revised.

Actual Results			
1996	1997	1998	1999
12	12	17	3
Projected Results			
2000	2001	2002	2003
25	25	10	5

B. Oral exams prepared.

Actual Results			
1996	1997	1998	1999
131	131	128	38
Projected Results			
2000	2001	2002	2003
100	100	130	75

C. Education and experience ratings developed.

Actual Results			
1996	1997	1998	1999
270	270	232	292
Projected Results			
2000	2001	2002	2003
200	200	250	300

---

**Gov's Off - Human Resource, Division of  
Providing Personnel Services**

---

3. Review and revise instructional materials to agency supervisors or board members and candidates.

A. Number of job announcements prepared.

Actual Results			
1996	1997	1998	1999
787	787	904	870
Projected Results			
2000	2001	2002	2003
675	650	700	700

B. Number of examinations administered.

Actual Results			
1996	1997	1998	1999
13,298	13,298	8,626	10,822
Projected Results			
2000	2001	2002	2003
11,000	10,500	10,000	10,000

4. Maintain and improve the classification and compensation system.

A. New job classes established.

Actual Results			
1996	1997	1998	1999
59	38	19	43
Projected Results			
2000	2001	2002	2003
20	20	20	25

B. Qualification statements.

Actual Results			
1996	1997	1998	1999
349	374	301	256
Projected Results			
2000	2001	2002	2003
300	300	300	250

C. Job classes revised.

Actual Results			
1996	1997	1998	1999
259	294	176	140
Projected Results			
2000	2001	2002	2003
225	225	200	175

---

**Gov's Off - Human Resource, Division of  
Providing Personnel Services**

---

D. Position audits.

Actual Results			
1996	1997	1998	1999
999	1,696	888	1,702
Projected Results			
2000	2001	2002	2003
900	900	900	900

E. Classifications deleted.

Actual Results			
1996	1997	1998	1999
71	71	100	155
Projected Results			
2000	2001	2002	2003
50	50	50	30

5. Develop Affirmative Action Plans.

A. Affirmative Action Plans.

Actual Results			
1996	1997	1998	1999
2	1	0	2
Projected Results			
2000	2001	2002	2003
2	2	2	2

6. Maintain capability to assist agencies with grievances and appeals.

A. Number of appeals filed.

Actual Results			
1996	1997	1998	1999
14	19	19	36
Projected Results			
2000	2001	2002	2003
35	40	40	40

7. Ensure internal equity of state jobs through Hay Job Evaluation System.

A. Classifications evaluated using job evaluation system.

Actual Results			
1996	1997	1998	1999
26	79	19	19
Projected Results			
2000	2001	2002	2003
50	50	50	50

**Gov's Off - Human Resource, Division of  
Providing Personnel Services**

8. Determine competitive labor market average rates through salary surveys. Develop salary recommendations for state employees and provide to Governor and Legislature each year.

A. Salary surveys conducted.

Actual Results			
1996	1997	1998	1999
2	2	0	2
Projected Results			
2000	2001	2002	2003
2	2	2	2

9. Performance Consultation: Organizational development projects and facilitation of intervention efforts.

A. Number of projects.

Actual Results			
1996	1997	1998	1999
3	5	8	5
Projected Results			
2000	2001	2002	2003
3	5	5	5

B. Number of interventions.

Actual Results			
1996	1997	1998	1999
	2	6	5
Projected Results			
2000	2001	2002	2003
3	5	5	5

C. Number of total hours.

Actual Results			
1996	1997	1998	1999
	50	90	100
Projected Results			
2000	2001	2002	2003
50	100	100	100

10. Professional Development Opportunities: course delivery, course coordination, and management development plan.

A. Number of courses.

Actual Results			
1996	1997	1998	1999
23	60	81	79
Projected Results			
2000	2001	2002	2003
85	90	90	90

---

**Gov's Off - Human Resource, Division of  
Providing Personnel Services**

---

B. Number of student hours.

Actual Results			
1996	1997	1998	1999
14,000	12,000	12,000	11,875
Projected Results			
2000	2001	2002	2003
16,000	16,500	16,500	16,500

C. Number of coordinated courses.

Actual Results			
1996	1997	1998	1999
3	7	13	9
Projected Results			
2000	2001	2002	2003
15	15	15	15

D. Level of satisfaction.

Actual Results			
1996	1997	1998	1999
		90%@4.2	90%@4.2
Projected Results			
2000	2001	2002	2003
90%@4.5	90%@4.5	90%@4.5	90%@4.5

11. Technical Assistance: resource information and knowledge/methodology information.

A. Number of requests.

Actual Results			
1996	1997	1998	1999
	30	22	35
Projected Results			
2000	2001	2002	2003
35	35	35	35

**Program Results and Effect:**

Reducing the total number of announcements will allow staff to spend more time insuring exams used are predictive of applicant success on the job. Fewer announcements allow us to develop registers faster and provide better service to the agencies without growth in our staff. The faster this work can be accomplished the more likely our most qualified group of candidates will still be available.

New test methods allow us to test for more behaviorally oriented items which in many instances seem to be more important to success on the job than some of the skills an applicant possesses.

Succession plans will help agencies reduce the amount of time vacancies may exist and help them plan the domino effect they frequently experience when someone retires from their staff. Continual process improvement allows us to use technology to work smarter and not just harder.

Classification meetings allow IPC and state agencies to discuss individual agency classification needs and plan together for each years projects. This insures we can meet individual agency organizational needs as well as maintain the currency of general classifications. These meetings are also used as a forum for discussing changes to simplify processes and procedures.

Position audits insure employees are properly classified and paid. In the event of a vacancy, the position is properly classified for recruitment purposes.

Reduction in the number of classifications provides for a more flexible structure for agencies. Agencies have more flexibility to transfer employees, and fewer positions to announce and test for which will expedite the hiring process.

The job evaluation system ensures fairness in the assignment of state jobs to pay grades in the compensation schedule.

Accurate information concerning competitive labor market average rates of pay will help state agencies attract and retain a quality workforce. These employees deliver services to all of the people of the State of Idaho.

Compensation information can help agencies make informed decisions regarding state employee pay, in support of the mission of the agency.

- \*increased productivity and quality effort from workforce
- \*increased opportunity for state leadership development
- \*enhanced supervisory practices

For more information contact Connie Pratt at 334-3346.